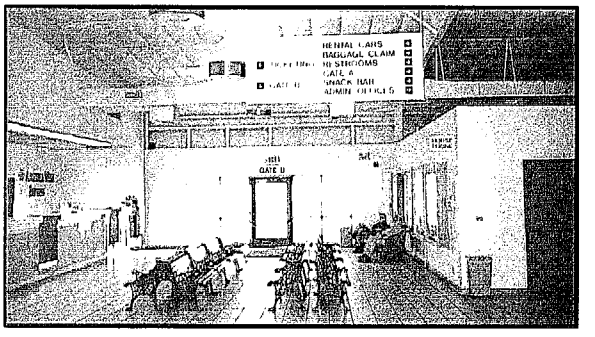
Chapter Six
FINANCIAL PLAN

FINANCIAL PLAN

The analyses conducted in the previous chapter evaluated airport development needs based upon forecast activity changes and operational efficiency. However, the most important element of the master planning process is the application of basic economic, financial, and management rationale to each development item so that the feasibility of implementation can be assured. The purpose of this chapter is to provide financial management information and tools which will make the master planning recommendations achievable.

The presentation of the financial plan and its feasibility has been organized into three sections. First, the airport development schedule is presented in narrative and graphic form. Secondly, airport improvement funding sources on the federal, state, and local levels are identified and discussed. Finally, the airport's operating fund is examined for its ability to support future capital improvements.



AIRPORT DEVELOPMENT SCHEDULE AND COST SUMMARIES

Once the specific needs and improvements for the airport have been established, the next step is to determine a realistic schedule and costs for implementing the plan. This section examines the overall cost of development and presents a development schedule. The recommended improvements are grouped into three planning horizons: short, intermediate, and long-term. **Table 6A** summarizes the key activity milestones for each planning horizon.

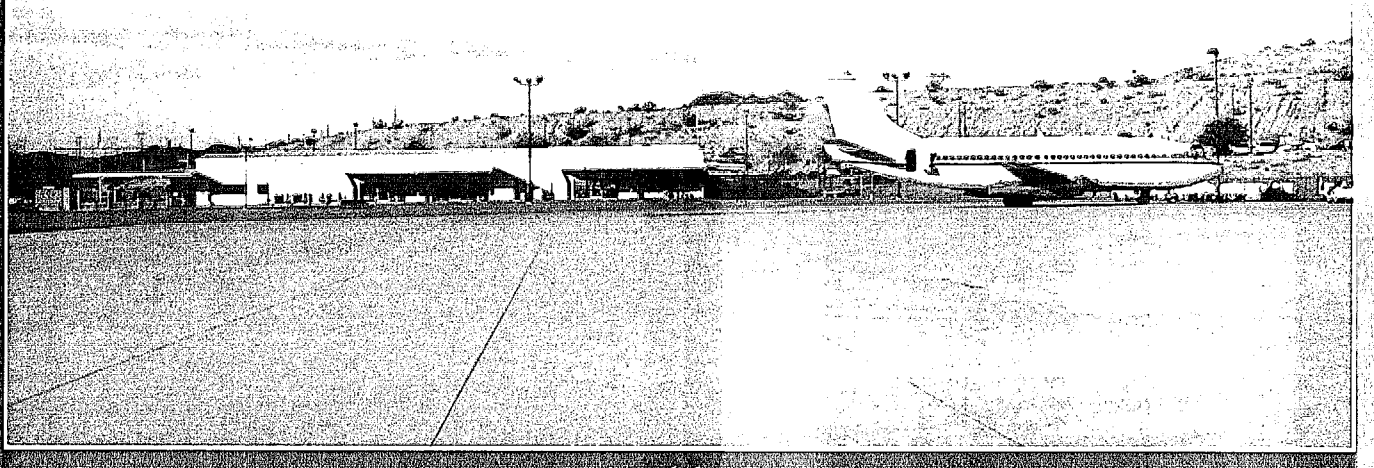


TABLE 6A
Planning Horizon Milestone Summary

	1998	Short Term	Intermediate Term	Long Range
Commercial Activity				
Annual Enplanements	30,387	125,000	200,000	350,000
Annual Operations				
Airline	3,608	9,400	11,900	16,700
Other Air Taxi	3,180	4,000	4,800	6,800
Total Commercial Operations	6,788	13,400	16,700	23,500
General Aviation Activity				
Based Aircraft	60	80	100	130
Operations				
Local	14,267	19,000	24,000	31,000
Itinerant	34,350	45,000	56,000	73,000
Total General Aviation Operations	48,617	64,000	80,000	104,000
Military Operations	281	300	300	300
Total Annual Airport Operations	55,686	77,700	97,000	127,800

The short-term planning horizon covers items of highest priority. These items are coordinated with the Federal Aviation Administration (FAA) and the Arizona Department of Transportation (ADOT) on a yearly basis, as they update short-term capital program information and assign potential funding sources and priorities to individual projects. Each year, the Airport Authority will need to re-examine the priorities for funding in the short-term period, bringing projects which were originally included in intermediate or long-term planning horizons, onto the FAA and ADOT capital programming lists.

While some projects will be demand-based, others will be dictated by design standards, safety, or rehabilitation needs. In putting together a listing of projects, an attempt has been made to include anticipated rehabilitation needs through the planning period and capital replacement needs. However, it is difficult to project with certainty the scope of such projects when looking 20 years into the future. The airport development schedule has been presented as **Table 6B**. An estimate has been included with each project of federal funding eligibility, although this amount is not guaranteed. For larger capital projects, it may be necessary for the Airport Authority to apply for federal discretionary funds (discussed in more detail in the following paragraphs).

TABLE 6B
Capital Improvement Program
Laughlin/Bullhead International Airport

No.	Project	Total Costs	FAA Eligible	ADOT Match	MCAA
FY 2001					
1	Airport Fencing (6,000 LF)	$60,000	$0	$54,000	$6,000
2	GA Site Improvements	549,000	499,919	24,540	24,540
3	West Side Sewer Line (4,000 LF)	100,000	0	90,000	10,000
4	GA Apron (52,400 SY)	1,848,000	1,682,789	82,606	82,606
5	Extend Taxiway Delta East	126,000	114,736	5,632	5,632
Subtotal FY 2001		$2,683,000	$2,297,444	$256,778	$128,778
FY 2002					
1	GA Area Property Acquisition (16 ac.)	$1,392,000	$1,267,555	$62,222	$62,222
2	Security Fencing (20,000 LF)	300,000	273,180	13,410	13,410
3	GA Access Road	335,000	305,051	14,975	14,975
4	GA Auto Parking (4,500 SY)	160,000	0	144,000	16,000
5	T-Hangar Access Taxiways	246,000	224,008	10,996	10,996
6	Construct 14-unit T-hangar	363,000	0	0	363,000
7	Fuel Farm (66,000 gal.)	657,000	0	0	657,000
8	GA/Fuel Farm Access Road	105,000	95,613	4,694	4,694
9	AWOS-3	80,000	72,848	3,576	3,576
Subtotal FY 2002		$3,638,000	$2,238,255	$253,873	$1,145,873
FY 2003					
1	GA Area Property Acquisition (16 ac.)	$1,392,000	$1,267,555	$62,222	$62,222
2	Erosion Protection/Drainage	800,000	728,480	35,760	35,760
3	Construct Remote Hold Room (7,000 sf)	817,000	743,960	36,520	36,520
4	Construct Heliport	70,000	63,742	3,129	3,129
Subtotal FY 2003		$3,079,000	$2,803,737	$137,631	$137,631
FY 2004					
1	RW 16R-34L Property Acquisition (41 ac.)	$2,665,000	$2,426,749	$119,126	$119,126
2	Relocate and Expand ARFF	1,000,000	910,600	44,700	44,700
3	Erosion Protection/Drainage	310,000	282,286	13,857	13,857
4	Construct GA Terminal Building (7,900 sf)	615,000	0	553,500	61,500
5	T-Hangar Access Taxiways	96,000	0	86,400	9,600
6	Construct 14-unit T-hangar	363,000	0	0	363,000
Subtotal FY 2004		$5,049,000	$3,619,635	$817,583	$611,783
FY 2005					
1	Extend RW 16-34 & TW Alpha (1,500 ft.)	$5,622,000	$5,119,393	$251,303	$251,303
2	Install HIRL RW 16-34	906,000	825,004	40,498	40,498
3	GPS Differential Unit	100,000	91,060	4,470	4,470
4	Erosion Protection/Drainage	310,000	282,286	13,857	13,857
Subtotal FY 2005		$6,938,000	$6,317,743	$310,129	$310,129
SHORT TERM HORIZON TOTAL		$21,387,000	$17,276,814	$1,775,993	$2,334,193

TABLE 6B (Continued)
Capital Improvement Program
Laughlin/Bullhead International Airport

No.	Project	Total Costs	FAA Eligible	ADOT Match	MCAA
INTERMEDIATE HORIZON					
1	RW 16 REIL's	$20,000	$18,212	$894	$894
2	RW 34 MALSR	500,000	455,300	22,350	22,350
3	Seal Runway and Taxiways	425,000	387,005	18,998	18,998
4	Construct Terminal Building (60,000 SF)	12,461,000	4,984,400	2,492,200	4,984,400
5	Construct Terminal Loop Road	824,000	750,334	36,833	36,833
6	Construct Public Parking (250 spaces)	771,000	0	0	771,000
7	Construct Rental Car Ready/Return (50 spaces)	172,000	0	0	172,000
8	Construct Rental Car Service/Storage	294,000	0	0	294,000
9	South Hangar Area Site Prep.	908,000	826,825	40,588	40,588
10	Extend GA Access Road South	273,000	248,594	12,203	12,203
11	Extend GA Access Road North	235,000	213,991	10,505	10,505
12	Corporate Parcel Access Roads	35,000	0	31,500	3,500
13	Corporate Parcel Access Taxiway	117,000	106,540	5,230	5,230
14	T-Hangar Access Taxiways	94,000	0	84,600	9,400
15	Construct 14-unit T-hangar	363,000	0	0	363,000
16	Add Fuel Storage (24,000 gal.)	202,000	0	0	202,000
17	High Speed Exits	1,483,000	1,350,420	66,290	66,290
18	Parallel Runway Property Acquisition (47 ac.)	3,055,000	2,781,883	136,559	136,559
19	Future Terminal Property Acquisition (104 ac.)	6,760,000	6,155,656	302,172	302,172
INTERMEDIATE HORIZON TOTAL		$28,992,000	$18,279,160	$3,260,920	$7,451,920
LONG RANGE HORIZON					
1	GA Parallel RW 16R-34L	$13,143,000	$11,968,016	$587,492	$587,492
2	Install REIL's RW 16R-34L	35,000	31,871	1,565	1,565
3	Install PAPI's RW 16R-34L	60,000	54,636	2,682	2,682
4	Rehabilitate RW 16L-34R and Taxiways	1,607,000	1,463,334	71,833	71,833
5	South Access Road	746,000	679,308	33,346	33,346
6	T-Hangar Access Taxiways	265,000	241,309	11,846	11,846
7	Construct 14-unit T-hangar	363,000	0	0	363,000
8	Complete GA Taxiway	189,000	172,103	8,448	8,448
9	Expand Terminal Building (23,000 sf)	4,777,000	1,910,800	955,400	1,910,800
10	Expand Auto Parking (125 spaces)	390,000	0	0	390,000
11	Expand Fuel Storage (48,000 gal.)	393,000	0	0	393,000
12	Expand GA Terminal Building (3,000 sf)	235,000	0	211,500	23,500
13	Expand GA Auto Parking (40 spaces)	89,000	0	80,100	8,900
14	Expand GA Parking Apron (13,500 SY)	1,475,000	1,343,135	65,933	65,933
LONG RANGE HORIZON TOTAL		$23,767,000	$17,864,512	$2,030,144	$3,872,344
TOTAL PROGRAM COSTS		$74,146,000	$53,420,486	$7,067,057	$13,658,457

Due to the conceptual nature of a master plan, capital projects should undergo further refinement prior to requesting funds from the FAA and ADOT. The cost estimates were increased by 30 percent in order to allow for engineering and other contingencies that may be experience by the project. Capital costs presented in **Table 6B** are in current (2000) dollars. Adjustments will need to be applied over time as construction costs or capital equipment costs change.

SHORT TERM IMPROVEMENTS

As indicated above, the short term horizon is the only development stage that is correlated to time. This is because development within this initial period is concentrated first on the most immediate needs of the airfield and landside areas. Therefore, the program is presented year-by-year for the first five years to assist in capital improvement. **Short term improvements presented in Table 6B are estimated at $21.4 million.**

A large portion of the short term improvements are dedicated to relocating all general aviation facilities to the east side of the airport. This will effectively relocate all aviation facilities from the lower elevation associated with the original airport to the same elevation as the present airfield. This development includes an expanded apron, hangar areas, a general aviation terminal, access road, and auto parking. The fuel farm will also need to be relocated to the east side. Property acquisition to the south of the general aviation area is also scheduled to prepare for future growth needs.

The extension of Runway 16-34 to 9,000 feet is also planned for late in the short term. The 1,500 foot extension would be added to the south end of the runway. Besides construction, property acquisition will be needed to accommodate the runway protection zone. In addition, a Category I approach from the south is programmed for the short term. This will include the installation of a differential GPS unit, an upgrade to high intensity runway lighting (HIRL), and installation of approach lighting (MALSR).

Other short term improvements include drainage and erosion work, and the development of a remote hold room. This would reduce the congestion in the main terminal, by providing a climate-controlled waiting area after boarding passengers have cleared security.

INTERMEDIATE TERM IMPROVEMENTS

Improvements during the intermediate planning horizon focus primarily on pavement preservation and addition of airport capacity as demand presents the need. A program for sealing the original airfield pavements is included to extend the life of the facilities. Any significant growth in enplanements will tax the current passenger terminal facilities, and require that construction of a new terminal be undertaken. This will include a 60,000 square foot building attached to the hold room, a new terminal loop road system, auto parking and rental car facilities.

The general aviation facilities will continue to develop to the south with a corporate parcel area, additional T-hangar area, and an extension of roadway and taxiway access. Storage in the fuel farm can be added as demand dictates as well.

To enhance airfield capacity as traffic grows, high speed exits can be added. In addition it is recommended that property on the west and southeast sides be acquired to protect the long range future of the airport. The west side acquisition will protect for a future parallel runway, while the east side acquisition will protect future terminal development capabilities. **Development costs for the intermediate planning horizon, as presented on Table 6B, are estimated at $29.0 million.**

LONG RANGE IMPROVEMENTS

The long range planning horizon considers development projects will ultimately produce an airport capable of accommodating all of the aviation activity and requirements anticipated for the planning period.

If demand warrants a parallel Runway 16R-34L can be developed west of the existing runway. This would include a parallel taxiway, and connecting taxiways to the existing airfield. REIL's and PAPI's are also included for both ends of the parallel runway. Rehabilitation of the original runway/taxiway system is also planned. This would include an overlay to extend the life of the pavements.

Other improvements to be based upon demand in the passenger and general aviation terminal areas. This would include expansions of both terminal buildings, parking lots, hangars, and fuel storage. In addition, a south access from Bullhead Parkway is also envisioned. **Total costs of the long range improvements, as presented on Table 6B, are estimated at $23.8 million.**

CAPITAL IMPROVEMENTS FUNDING

Financing capital improvements at the airport will not rely exclusively upon the financial resources of the Mohave County Airport Authority. Capital improvements funding is available through various grant-in-aid programs on the state and federal levels. The following discussion outlines the key sources for capital improvement funding.

FEDERAL GRANTS

Through Federal legislation over the years, various grants-in-aid programs have been established to develop and maintain a system of public airports throughout the United States. The purpose of this system and its federally based funding is to maintain national defense and promote interstate commerce. The most recent legislation was enacted in early 2000, and is entitled the **Wendell H. Ford Aviation Investment and Reform Act for the 21st Century** or AIR-21.

The new four year bill covers FAA fiscal years 2000, 2001, 2002, and 2003. This is breakthrough legislation because it authorizes funding levels significantly higher than ever before. Airport improvement program funding is authorized at $2.475 billion in 2000, $3.2 billion in 2001, $3.3 billion in 2002, and $3.4 billion in 2003.

The source for AIR-21 funds is the Aviation Trust Fund. The Aviation Trust Fund was established in 1970 to provide funding for aviation capital investment programs (aviation development, facilities and equipment, and research and development). The Trust Fund also finances the operation of the FAA. It is funded by user fees, taxes on airline tickets, aviation fuel, and various aircraft parts.

In Arizona, general aviation and nonhub commercial airport development that meets FAA's eligibility requirements, can receive 91.06 percent federal funding from AIR-21. Property acquisition, airfield improvements, aprons, and access road improvements are examples of eligible items. Portions of the passenger terminal building are also eligible to a lesser matching share percentage. General aviation terminal buildings, hangars, automobile parking, hangars, fueling facilities, and most utilities are not generally eligible.

Funds are distributed each year by the FAA from appropriations by Congress. A portion of the annual distribution is to primary commercial service airports, based upon enplanement levels. Under AIR-21 the distribution for fiscal year 2000 is a minimum of $650,000 to each commercial service airport. In the remaining years of AIR-21, however, the minimum entitlement can increase to $1.0 million annually. This higher funding is dependent upon Congress appropriating the amounts authorized by AIR-21 each year.

Laughlin/Bullhead International Airport currently receives the minimum entitlement funding, but could receive higher funding levels in future years with the forecasted growth in passenger enplanements. Under the entitlement formula, airport's enplaning 10,000 or more passenger annually will receive the higher of $1.0 million or an amount based upon the entitlement formula. The entitlement formula is based upon $15.60 per enplaned passenger for the first 50,000 enplanements, and $10.40 per enplanement for the next 50,000 boardings, The next 400,000 enplanements provide $5.20 each, and an airport receives $1.30 for the next 500,000 boardings. For each enplanements above one million annually, the airport will receive $1.00. The entitlement amounts are double the levels authorized previously. Again, these amounts may be reduced proportionally if Congress does not annually appropriate at least $3.2 billion.

Under the new formula, a primary airport will receive the minimum entitlement level until annual boardings exceed 71,154. At the short term planning horizon enplanement level of 125,000, IFP would receive $1.43 million in annual entitlements. At the intermediate planning horizon of 200,000 boardings, the airport could receive $1.82 million. At the long range

horizon, the airport could receive $2.6 million.

The remaining AIP funds are distributed by the FAA based upon the priority of the project for which they have requested Federal assistance through discretionary apportionments.

It will be important for the Mohave County Airport Authority to obtain discretionary funding for several projects included in the capital program. For example, the proposed runway extension and the parallel runway construction have costs that would exceed entitlement funding levels.

PASSENGER FACILITY CHARGES

Passenger facility charges (PFCs) were first authorized by Congress through the Aviation Safety and Capacity Act of 1990. Authorized agencies are allowed to impose a charge of as much as $3 for each enplaned passenger. Under AIR-21, Congress has increased in the PFC cap to $4.50 per passenger.

Prior approval is required from the Department of Transportation (DOT) before an airport is allowed to levy a PFC. DOT must find that the projected revenues are needed for specific, approved projects. Any AIP-eligible project, whether development or planning related is eligible for PFC funding. Gates and related areas for the movement of passengers and baggage are eligible as are on-airport ground access projects. Any project approved must preserve or enhance safety, security, or capacity; reduce/mitigate noise impacts; or enhance competition among carriers.

PFC's may be used only on approved projects. However, PFC's can be utilized to fund 100 percent of a project. They may be used as matching funds for AIP grants or to augment AIP-funded projects. PFC's can be used for debt service and financing costs of bonds for eligible airport development. These funds may also be commingled with general revenue for bond debt service. Before submitting a PFC application, the airport must give notice and an opportunity for consultation to airlines operating at the airport.

PFC's are to be treated similar to other airport improvement grants rather than as airport revenues, and will be administered by the FAA. Participating airlines are allowed to retain up to eight cents per passenger for administrative handling purposes.

The Mohave County Airport Authority has never imposed a PFC at Laughlin/Bullhead International Airfield. To date the airport has been able to fund capital improvements through FAA and ADOT programs with the local matching share provided by reimbursement for the appraised value of donated property. PFC's still remain an option for future consideration if necessary.

FAA FACILITIES AND EQUIPMENT PROGRAM

The Airway Facilities Division of the FAA administers the Facilities and Equipment (F&E) Program. This

program provides funding for the installation and maintenance of various navigational aids and equipment of the national airspace system. Under the F&E program, funding is provided for FAA airport traffic control towers, enroute navigational aids, on-airport navigational aids, and approach lighting systems. A number of items included in the IFP capital improvement program could potentially qualify for funding under this program.

STATE AID TO AIRPORTS

In support of the state airport program, the State of Arizona also participates in the development of airport improvements through the Arizona Department of Transportation (ADOT). The source for State airport improvement funds is the Arizona Aviation Fund. Taxes levied by the State on aviation fuel, flight property, aircraft registration tax, and registration fees, as well as interest on these funds are deposited in the Arizona Aviation Fund. The Transportation Board establishes the policies for distribution of these State funds.

Under the State of Arizona grant program, an airport can receive funding for one-half (4.47 percent) of the local share of projects receiving federal AIP funding. The State also provides 90 percent funding for projects, such as pavement maintenance, non-revenue auto parking and general aviation public terminals, which are not eligible for AIP funding. In some cases, the State will also fund key eligible projects when federal funding is not forthcoming. The State sets a maximum amount that any airport can receive annually. This amount is revised annually but in recent years has been between $900,000 and $1.0 million.

The Arizona Department of Transportation - Aeronautics Division (ADOT) has also established an Airport Loan Program. This program was established to enhance the utilization of State funds and provide a flexible funding mechanism to assist airports in funding improvement projects. Eligible projects include runway, taxiway, and apron improvements, land acquisition, planning studies, and the preparation of plans and specifications for airport construction projects, as well as revenue generating improvements such as hangars and fuel storage facilities. Projects which are not currently eligible for the State Airport Loan Program are considered if the project would enhance the airport's ability to be financially self-sufficient.

There are three ways in which the loan funds can be used: Grant Advance, Matching Funds, or Revenue Generating Projects. The Grant Advance funds are provided when the airport can demonstrate the ability to accelerate the development and construction of a multi-phase project. The project(s) must be compatible with the Airport Master Plan and be included in the ADOT 5-year Airport Development Program. The Matching Funds are provided to meet the local matching fund requirement for securing federal airport improvement grants or other federal or state grants. The Revenue Generating funds are provided for airport-related construction projects

that are not eligible for funding under another program. The availability of funds through this program is subject to the aviation revenues generated in the State.

The Mohave Airport Authority currently has an outstanding loan through the Airport Loan Program. The loan was utilized to acquire the airport's fixed base operator. The Airport Authority now operates the fueling concession and is using profits to pay the interest and principal on the loan.

LOCAL SHARE FUNDING

The balance of project costs, after consideration has been given to the various grants available, must be funded through airport resources. Usually, this is accomplished through the use of airport earnings and reserves, to the extent possible, with the remaining costs financed through loans and revenue bonding.

The airport is operated on a self-sustaining basis from the collection of various rates and charges to its tenants and users. These revenues are used to cover operating expenses with surpluses available to fund capital improvements.

In past years, improvements at Laughlin/Bullhead International Airport have relied on the appraised value of donated land to match both federal and state grants. Beginning in Fiscal Year 2001, the Airport Authority will need to provide a cash match of approximately five to ten percent for each grant it receives.

FINANCING ASSUMPTIONS

The underlying strategy used to develop the financial feasibility of the capital improvement program involves first applying projected annual entitlement funding to eligible project costs. Potential ADOT funding is then considered. The net balances of AIP eligible costs, local matching shares, and the costs of noneligible projects results in the remaining costs to be funded.

Table 6C outlines the maximum potential AIP entitlement and ADOT funding that could be attained during each planning horizon based upon the activity levels forecast. This analysis assumes that the short term activity growth would be attained in five years, the intermediate horizon activity growth would be achieved in another five years, and growth from the intermediate to the long range horizon would be achieved in ten years. It is evident from this table that entitlement and state funding will not be sufficient to fund the projects as proposed. Thus the Airport Authority will need to purse discretionary funds as discussed earlier. Otherwise projects will need to be financed locally above the matching share or delayed until funding reserves build up.

OPERATING REVENUES AND EXPENSES

A summary of the Airport Authority's historical revenues and expenditures for the last three fiscal years is outlined in **Table 6D**. The figures shown here are

the combined totals from the three costs centers maintained in Airport Authority accounting. These cost centers include Airport Operations, FBO Operations, and Market Operations. If depreciation is discounted, the Airport Authority has been able to meet operating expenses with operating revenues while maintaining a cash reserve of approximately $500,000.

TABLE 6C
Financial Plan Assumptions
Laughlin/Bullhead International Airport

	Short Term	Intermediate Term	Long Range
Total Project Costs	$21,387,000	$28,992,000	$22,800,000
Grant Eligible	$19,052,807	$21,540,080	$18,970,881
AIP Entitlements	5,780,000	8,125,000	22,100,000
Max ADOT Funding	5,000,000	5,000,000	10,000,000
Remaining Grant Eligible Costs	$8,272,807	$8,415,080	$0
Non-eligible and Matching Share Costs	$2,334,193	$7,451,920	$3,829,119

In general, operating expenses include items such as personnel, operations, insurance, administration, rents, maintenance, and utilities. Increases can be expected as traffic increases and as additional facilities are developed. As an example utility costs can be expected to increase slightly with the extension of the runway. Larger increases can be expected with the new terminal development.

The categories under the revenue accounts are rather broad and include a variety of sources of revenue. These sources include revenues from the operation of the market on the west side of the airport as well as fuel sales and other services from the Airport Authority-run fixed base operator. Also included are rents for hangars, ground leases, and aircraft tie-downs. At the terminal building, revenues include rents and charges space to the airlines, rental cars, snack shop, and other concessionaires. The Airport Authority also collects rents for advertising space and hotel phones in the terminal. In addition, the Airport Authority provides ground handling and baggage services for the charter operators. Direct airfield charges include landing fees collected from commercial service aircraft.

As improvements are undertaken, additional revenues can be anticipated. One of the more expensive development projects will be the construction of a new terminal building. Increased space rentals in the new terminal to airlines, rental cars, and other concessionaires will assist in offsetting construction costs. When the transition is made to the new terminal as passenger traffic

TABLE 6D
Historical Operating Revenues and Expenses
Mohave County Airport Authority

	FY 1997	FY 1998	FY 1999
REVENUES			
Charges for goods and services	$3,605,842	$4,896,052	$4,682,634
Lease and concession income	778,581	602,288	556,837
Interest income	9,749	11,232	0
Other income	26,292	27,636	36,476
Total Revenues	$4,420,464	$5,537,208	$5,275,947
Cost of sales	$2,563,894	$3,641,603	$3,248,065
Gross profit	$1,856,570	$1,895,605	$2,027,882
EXPENSES			
Personnel	$825,985	$917,740	$1,094,670
Operations	292,261	309,505	256,182
Insurance	53,870	55,742	48,403
General and administrative	31,091	81,838	85,051
Professional services	75,371	65,590	24,399
Rent	87,849	176,963	176,318
Repairs and maintenance	7,529	8,412	6,738
Telephone and communications	20,295	24,532	32,174
Utilities	111,108	110,905	109,096
Capital outlay	1,182	0	0
Depreciation	216,365	220,896	241,969
Total expenses	$1,722,906	$1,970,123	$2,075,000
Income from operations	**$133,664**	**($74,518)**	**($47,118)**
NON-OPERATING REVENUES (EXPENSES)			
Interest income	0	0	$8,576
Other income	0	0	36,996
Interest expense	($106,706)	($104,274)	(117,508)
Other expense	0	0	(8,192)
Total non-operating revenues (expenses)	($106,706)	($104,274)	($80,128)
ADOT Loan - Debt Service (Principal)	($30,475)	($125,997)	($132,823)
Income (loss) before operating transfers	**($3,517)**	**($304,789)**	**($260,069)**

grows, the Airport Authority can also consider establishing paid parking in the terminal lot. While paid parking is difficult to justify at lower passenger levels, enplanement levels over 100,000 will make paid parking more feasible. The resulting revenues will help to offset costs for the parking lot and other terminal area development.

Similarly, rates and charges in the general aviation area should help to offset apron, and hangar development costs. The Airport Authority's continued operation of the fuel concession on the airport is also important to remaining self-sustaining.

With the transition of the general aviation facilities to the east side of the airfield, the airport will have a valuable financial resource in the remaining property. This area is suitably located at the intersection of Bullhead Parkway, Arizona Routes 68 and 95, and the Laughlin Bridge to be developed in commercial and industrial uses. The land leases from this development could provide additional means for the long term support of capital improvements at Laughlin/ Bullhead International Airport.

CASH FLOW ANALYSIS

Table 6E presents the cash flow analysis for Laughlin/Bullhead International Airport. Projections were developed taking into account activity increases and additional facilities developed from the capital improvement program.

The cash flow analysis assumes that grant eligible capital costs will be funded either under AIP, ADOT, or if necessary PFC's. If not, projects will be delayed until adequate funding is available. Local costs were assumed to either be paid each year or financed at seven percent interest over a 20 year period.

In the short term, the Airport Authority will be retiring debt from the ADOT loan that was used to acquire the fixed base operator. That loan will be paid off in 2009. Over the long range, it would appear that Airport Authority will be able to remain self-sustaining. Revenues from the development of the west side commercial/industrial park were not included in the cash flow analysis, but can help to supplement operating revenues in financing the capital improvement program.

PLAN IMPLEMENTATION

The successful implementation of the Laughlin/Bullhead International Airport Master Plan will require sound judgment on the part of Airport Authority management with regard to implementation of projects to meeting future activity demands, while maintaining the existing infrastructure and expanding this infrastructure to support new development.

While the projects included in the capital project have been broken into short, intermediate, and long-term planning periods, the Airport Authority will need to consider the scheduling of

TABLE 6E
Cash Flow Analysis
Mohave County Airport Authority

	SHORT TERM					Inter-mediate Horizon	Long Range
	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005		
REVENUES							
Charges for goods and services	$5,293,905	$5,571,684	$5,864,183	$6,172,192	$6,496,542	$8,395,846	$10,857,679
Lease and concession income	654,112	674,909	700,556	798,139	838,046	1,126,590	1,681,045
Interest income	0	0	0	0	0	0	0
Other income	34,930	36,676	38,510	40,435	42,457	54,187	69,158
Total revenues	$5,982,946	$6,283,269	$6,603,250	$7,010,766	$7,377,045	$9,576,624	$12,607,882
Cost of sales	$3,797,929	$3,987,826	$4,187,217	$4,396,578	$4,616,407	$5,891,835	$7,519,641
Gross profit	$2,185,016	$2,295,443	$2,416,032	$2,614,188	$2,760,638	$3,684,789	$5,088,242
EXPENSES							
Personnel	$1,089,305	$1,128,750	$1,169,717	$1,250,527	$1,295,875	$1,571,298	$1,924,547
Operations	318,202	328,796	339,760	389,888	402,797	483,922	615,939
Insurance	55,009	56,853	58,761	68,676	70,961	85,208	104,902
General and administrative	77,291	79,956	82,718	89,361	92,442	111,692	138,372
Professional services	57,563	59,564	61,639	64,719	66,978	81,290	96,723
Rent	189,753	198,885	208,464	218,510	229,047	290,665	368,179
Repairs and maintenance	13,521	14,013	14,523	15,899	16,476	19,994	24,745
Telephone and communications	28,380	29,330	30,314	32,964	34,068	41,088	51,012
Utilities	122,068	126,618	131,349	156,356	162,075	197,153	250,679
Capital outlay	426	447	470	457	470	561	651
Total expenses	$1,951,519	$2,023,212	$2,097,714	$2,287,358	$2,371,190	$2,882,870	$3,575,750
Income from operations	**$233,498**	**$272,230**	**$318,318**	**$326,830**	**$389,449**	**$801,918**	**$1,512,492**
Non-operating revenues (expenses)							
Interest income	$9,455	$9,928	$10,424	$10,945	$11,493	$14,668	$18,720
Other income	42,313	46,106	50,256	54,798	59,770	92,698	144,744
Interest expense	(104,467)	(97,147)	(89,414)	(81,246)	(72,617)	(29,360)	(34,036)
Other expense	(9,032)	(9,483)	(9,957)	(10,455)	(10,978)	(14,011)	(17,882)
Total non-operating revenues (expenses)	($61,731)	($50,597)	($38,692)	($25,958)	(12,332)	$63,995	$111,546
ADOT Loan - Debt Service (Principal)	($147,602)	($155,596)	($164,025)	($172,910)	($182,274)	0	0
Income (loss) before operating transfers	**$24,165**	**$66,038**	**$115,601**	**$127,962**	**$194,843**	**$865,913**	**$1,624,038**
CIP Local Share	$12,155	$120,314	$133,305	$191,051	$220,325	$923,711	$1,285,142
EXCESS or (DEFICIT)	**$12,010**	**($54,277)**	**($17,704)**	**($63,089)**	**($25,482)**	**($57,798)**	**$338,897**

projects in a flexible manner, and add new projects from time to time to satisfy safety or design standards, or newly created demands.

In summary, the planning process requires that the Mohave County Airport Authority continually monitor the need for new or rehabilitated facilities, since applications (for eligible projects) must be submitted with the FAA each year. The Airport Authority should continually monitor with FAA the projects which are required for safety and continued certification under *F.A.R. Part 139*.

CONTINUOUS PLANNING

Experience has indicated that problems have materialized from the standard format of past planning documents. These problems center around the plan's inflexibility and inherent inability to deal with new issues that develop from unforeseen changes that may occur after it is completed. The format used in the development of this Master Plan has attempted to deal with this issue. This section is called **Continuous Planning** for several reasons. First, to emphasize that planning is a **continuous process** that does not end with the completion of the Master Plan or a major project. Second, to try to recognize this without invalidating the overall Master Plan. The primary issues upon which this Master Plan is based will remain valid for several years well into the next century. The primary goal is for the airport to maintain a self-supporting position without sacrificing service and accommodations to the public which it serves.

The following schedules are designed to aid airport management in the continuous evaluation of airport activity growth in order to program the appropriate rate for airport development. This should not be misconceived as a commitment by the Mohave County Airport Authority, ADOT, or the FAA to the development shown. Rather, it is hoped that the inclusion of these annual discussions will help decision makers recognize the continuous planning needs of the community and allow the Master Plan to become a valuable tool in this process.

The real value of a **usable master plan** is that it keeps the issues and objectives in the mind of the user. Consequently, the user is better able to recognize change and its effect. In addition, it can make the decision to undertake this master plan much more cost effective by extending the period that it remains valid and eliminating the need for costly updates. Updating can be done by the user, and if the user's experience with this plan has been good, he or she will improve the plan's effectiveness.

Guidelines and worksheets are included in the following section on an annual basis for the initial five years (2001-2005). Summary worksheets are also included for the remainder of the Short Term, the Intermediate Term, and the Long Range planning horizons. All estimated development costs are based on 2000 dollars. Therefore, costs must be adjusted by the appropriate inflation rate factor in effect at the particular time of development.

SHORT TERM PLANNING HORIZON
2001 Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	1998 Actual Levels	1999 Actual Levels	Short Term Horizon Levels
Enplaned Passengers	30,387	43,269	125,000
Based Aircraft	60	60	80
Operations	55,686	58,200	77,700

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

SHORT TERM PLANNING HORIZON (Continued)
2001 Development Funding

Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1. Airport Fencing (6,000 LF)	$60,000	$0	$54,000	$6,000
2. GA Site Improvements	549,000	499,919	24,540	24,540
3. West Side Sewer Line (4,000 LF)	100,000	0	90,000	10,000
4. GA Apron (52,400 SY)	1,848,000	1,682,789	82,606	82,606
5. Extend Taxiway Delta East	126,000	114,736	5,632	5,632
Subtotal for 2001	$2,683,000	$2,297,444	$256,778	$128,778

Inflation Adjustment: ___% X $2,683,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

Development anticipated for this year concentrates on increasing the general aviation ramp on the east side of the airfield. This is in conjunction with the transition to relocate all aviation related to the east side. Much of this year's work has been designed and is nearing construction.

SHORT TERM PLANNING HORIZON (Continued)
2002 Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	1998 Actual Levels	2000 Actual Levels	Short Term Horizon Levels
Enplaned Passengers	30,387	47,920	125,000
Based Aircraft	60	61	80
Operations	55,686	61,104	77,700

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

SHORT TERM PLANNING HORIZON (Continued)
2002 Development Funding

	Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1.	GA Area Property Acquisition (16 ac.)	$1,392,000	$1,267,555	$62,222	$62,222
2.	Security Fencing (20,000 LF)	300,000	273,180	13,410	13,410
3.	GA Access Road	335,000	305,051	14,975	14,975
4.	GA Auto Parking (4,500 SY)	160,000	0	144,000	16,000
5.	T-Hangar Access Taxiways	246,000	224,008	10,996	10,996
6.	Construct 14-unit T-hangar	363,000	0	0	363,000
7.	Fuel Farm (66,000 gal.)	657,000	0	0	657,000
8.	GA/Fuel Farm Access Road	105,000	95,613	4,694	4,694
9.	AWOS-3	80,000	72,848	3,576	3,576
	Subtotal for 2002	$3,638,000	$2,238,255	$253,873	$1,145,873

Inflation Adjustment: ___% X $3,638,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Cost	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

This year's development continues to focus primarily on the east side general aviation facilities. A new fuel farm is also programmed for the east side to replace the west side facility which will be removed. An automated weather observation station (AWOS-3) is also programmed.

Since the FAA Fiscal Year is from October through September, efforts should be underway by January 2001 to identify the development that will be eligible for federal or other funding during this period. The Airport Authority should have applications submitted early for the maximum funding possible in case additional funds become available.

SHORT TERM PLANNING HORIZON (Continued)
2003 Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	1998 Actual Levels	2001 Actual Levels	Short Term Horizon Levels
Enplaned Passengers	30,387	_____	125,000
Based Aircraft	60	_____	80
Operations	55,686	_____	77,700

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

SHORT TERM PLANNING HORIZON (Continued)
2003 Development Funding

	Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1.	GA Area Property Acquisition (16 ac.)	$1,392,000	$1,267,555	$62,222	$62,222
2.	Erosion Protection/Drainage	800,000	728,480	35,760	35,760
3.	Construct Remote Hold Room (7,000 sf)	817,000	743,960	36,520	36,520
4.	Construct Heliport	70,000	63,742	3,129	3,129
	Subtotal for 2003	$3,079,000	$2,803,737	$137,631	$137,631

Inflation Adjustment: ___% X $3,079,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Cost	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

This year's projects include the development of a remote secure holdroom. If possible, this room should be designed to be incorporated into the future terminal building. A heliport is also planned as well as a beginning acquisition of property for future development.

Since the FAA Fiscal Year is from October through September, efforts should be underway by January 2002 to identify the development that will be eligible for federal or other funding during this period. The Airport Authority should have applications submitted early for the maximum funding possible in case additional funds become available.

SHORT TERM PLANNING HORIZON (Continued)
2004 Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	1998 Actual Levels	2002 Actual Levels	Short Term Horizon Levels
Enplaned Passengers	30,387	_____	125,000
Based Aircraft	60	_____	80
Operations	55,686	_____	77,700

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

SHORT TERM PLANNING HORIZON (Continued)
2004 Development Funding

Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1. RW 16R-34L Property Acquisition (41 ac.)	$2,665,000	$2,426,749	$119,126	$119,126
2. Relocate and Expand ARFF	1,000,000	910,600	44,700	44,700
3. Erosion Protection/Drainage	310,000	282,286	13,857	13,857
4. Construct GA Terminal Building (7,900 sf)	615,000	0	553,500	61,500
5. T-Hangar Access Taxiways	96,000	0	86,400	9,600
6. Construct 14-unit T-hangar	363,000	0	0	363,000
Subtotal for 2004	$5,049,000	$3,619,635	$817,583	$611,783

Inflation Adjustment: ___% X $5,049,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Cost	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

A new east side general aviation terminal building is planned for this year as well as development of another T-hangar, if demand dictates. Property acquisition for the extension of Runway 16-34 is included. The relocation of the ARFF to a midfield location is the GA area is also planned.

Since the FAA Fiscal Year is from October through September, efforts should be underway by January 2003 to identify the development that will be eligible for federal or other funding during this period. The Airport Authority should have applications submitted early for the maximum funding possible in case additional funds become available.

SHORT TERM PLANNING HORIZON (Continued)
2005 Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	1998 Actual Levels	2003 Actual Levels	Short Term Horizon Levels
Enplaned Passengers	30,387	_____	125,000
Based Aircraft	60	_____	80
Operations	55,686	_____	77,700

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

SHORT TERM PLANNING HORIZON (Continued)
2005 Development Funding

Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1. Extend RW 16-34 & TW Alpha (1,500 ft.)	$5,622,000	$5,119,393	$251,303	$251,303
2. Install HIRL RW 16-34	906,000	825,004	40,498	40,498
3. GPS Differential Unit	100,000	91,060	4,470	4,470
4. Erosion Protection/Drainage	310,000	282,286	13,857	13,857
Subtotal for 2005	$6,938,000	$6,317,743	$310,129	$310,129

Inflation Adjustment: ___% X $6,938,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Cost	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

The major development planned for this year is the extension of the runway to 9,000 feet. Other projects are designed to set up an improved approach to Runway 34.

Since the FAA Fiscal Year is from October through September, efforts should be underway by January 2004 to identify the development that will be eligible for federal or other funding during this period. The Airport Authority should have applications submitted early for the maximum funding possible in case additional funds become available.

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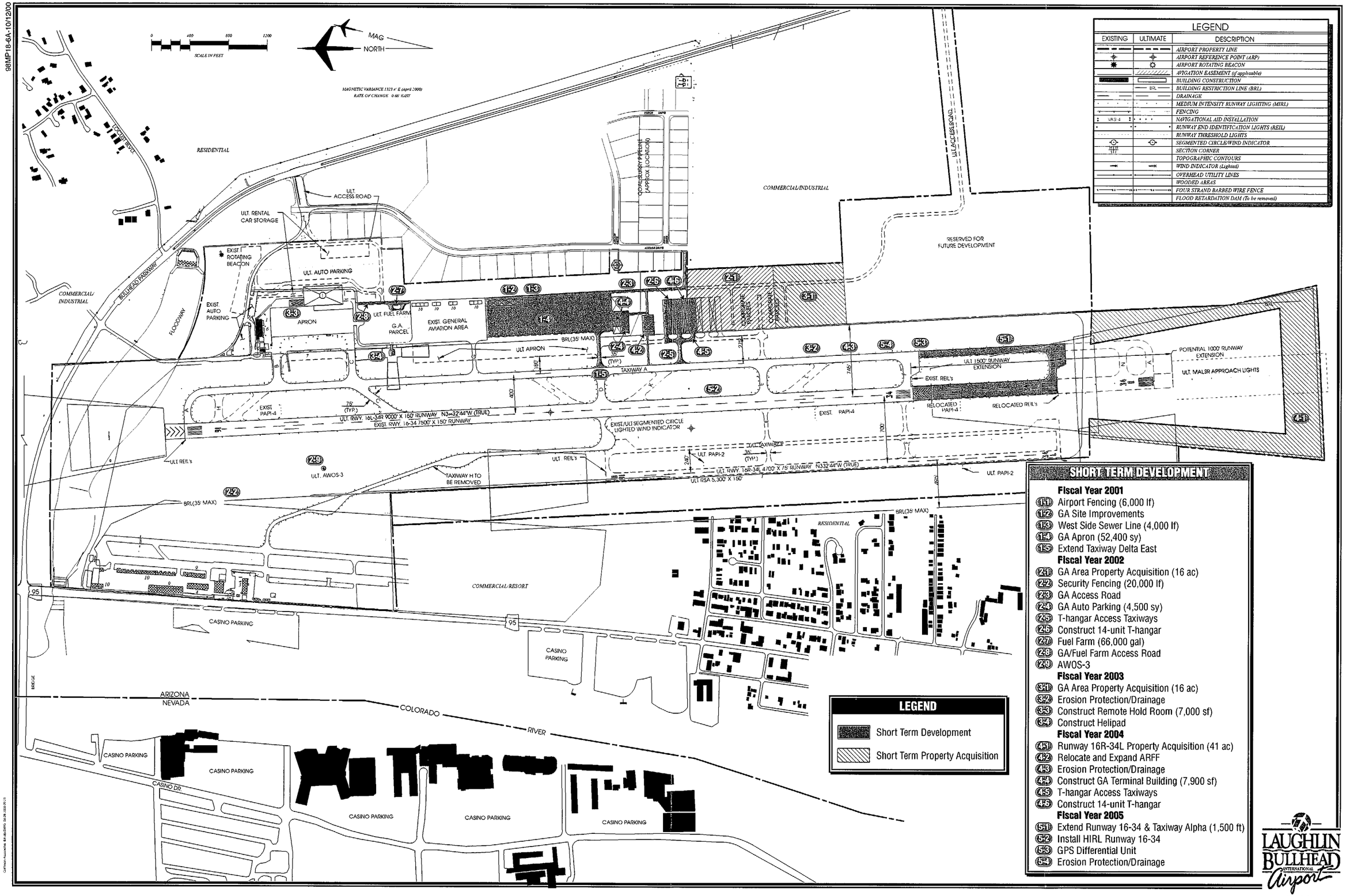

SHORT TERM DEVELOPMENT

Fiscal Year 2001

(1-1) Airport Fencing (6,000 lf)
(1-2) GA Site Improvements
(1-3) West Side Sewer Line (4,000 lf)
(1-4) GA Apron (52,400 sy)
(1-5) Extend Taxiway Delta East

Fiscal Year 2002

(2-1) GA Area Property Acquisition (16 ac)
(2-2) Security Fencing (20,000 lf)
(2-3) GA Access Road
(2-4) GA Auto Parking (4,500 sy)
(2-5) T-hangar Access Taxiways
(2-6) Construct 14-unit T-hangar
(2-7) Fuel Farm (66,000 gal)
(2-8) GA/Fuel Farm Access Road
(2-9) AWOS-3

Fiscal Year 2003

(3-1) GA Area Property Acquisition (16 ac)
(3-2) Erosion Protection/Drainage
(3-3) Construct Remote Hold Room (7,000 sf)
(3-4) Construct Helipad

Fiscal Year 2004

(4-1) Runway 16R-34L Property Acquisition (41 ac)
(4-2) Relocate and Expand ARFF
(4-3) Erosion Protection/Drainage
(4-4) Construct GA Terminal Building (7,900 sf)
(4-5) T-hangar Access Taxiways
(4-6) Construct 14-unit T-hangar

Fiscal Year 2005

(5-1) Extend Runway 16-34 & Taxiway Alpha (1,500 ft)
(5-2) Install HIRL Runway 16-34
(5-3) GPS Differential Unit
(5-4) Erosion Protection/Drainage

LAUGHLIN BULLHEAD INTERNATIONAL Airport

Exhibit 6A
SHORT TERM DEVELOPMENT

INTERMEDIATE PLANNING HORIZON
Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	Short Term Horizon Levels	Actual Levels	Intermediate Horizon Levels
Enplaned Passengers	125,000	_____	200,000
Based Aircraft	80	_____	100
Operations	77,700	_____	97,000

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

INTERMEDIATE PLANNING HORIZON (Continued)
Development Funding

Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1. RW 16 REIL's	$20,000	$18,212	$894	$894
2. RW 34 MALSR	500,000	455,300	22,350	22,350
3. Seal Runway and Taxiways	425,000	387,005	18,998	18,998
4. Construct Terminal Building (60,000 SF)	12,461,000	4,984,400	2,492,200	4,984,400
5. Construct Terminal Loop Road	824,000	750,334	36,833	36,833
6. Construct Public Parking (250 spaces)	771,000	0	0	771,000
7. Construct Rental Car Ready/Return (50 spaces)	172,000	0	0	172,000
8. Construct Rental Car Service/Storage	294,000	0	0	294,000
9. South Hangar Area Site Prep.	908,000	826,825	40,588	40,588
10. Extend GA Access Road South	273,000	248,594	12,203	12,203
11. Extend GA Access Road North	235,000	213,991	10,505	10,505
12. Corporate Parcel Access Roads	35,000	0	31,500	3,500
13. Corporate Parcel Access Taxiway	117,000	106,540	5,230	5,230
14. T-Hangar Access Taxiways	94,000	0	84,600	9,400
15. Construct 14-unit T-hangar	363,000	0	0	363,000
16. Add Fuel Storage (24,000 gal.)	202,000	0	0	202,000
17. High Speed Exits	1,483,000	1,350,420	66,290	66,290
18. Parallel Runway Property Acquisition (47 ac.)	3,055,000	2,781,883	136,559	136,559
19. Future Terminal Property Acquisition (104 ac.)	6,760,000	6,155,656	302,172	302,172
Intermediate Horizon Total	$28,992,000	$18,279,160	$3,260,920	$7,451,920

Inflation Adjustment: ___% X $28,992,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Cost	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

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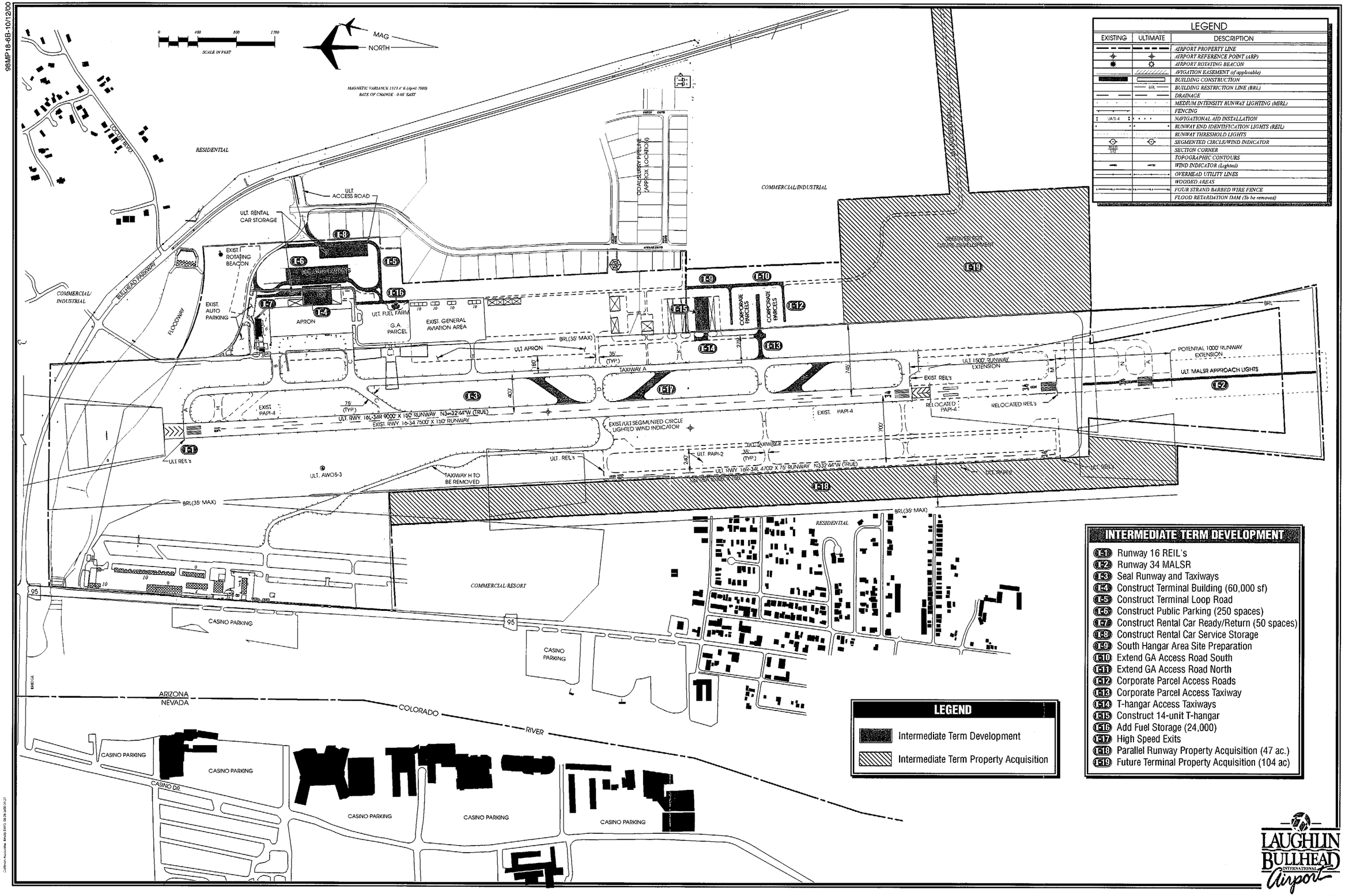

LEGEND

EXISTING	ULTIMATE	DESCRIPTION
		AIRPORT PROPERTY LINE
		AIRPORT REFERENCE POINT (ARP)
		AIRPORT ROTATING BEACON
		AVIGATION EASEMENT (if applicable)
		BUILDING CONSTRUCTION
	BRL	BUILDING RESTRICTION LINE (BRL)
		DRAINAGE
		MEDIUM INTENSITY RUNWAY LIGHTING (MIRL)
		FENCING
VASI-4		NAVIGATIONAL AID INSTALLATION
		RUNWAY END IDENTIFICATION LIGHTS (REIL)
		RUNWAY THRESHOLD LIGHTS
		SEGMENTED CIRCLE/WIND INDICATOR
		SECTION CORNER
		TOPOGRAPHIC CONTOURS
		WIND INDICATOR (Lighted)
		OVERHEAD UTILITY LINES
		WOODED AREAS
		FOUR STRAND BARBED WIRE FENCE
		FLOOD RETARDATION DAM (To be removed)

LEGEND

- Intermediate Term Development
- Intermediate Term Property Acquisition

INTERMEDIATE TERM DEVELOPMENT

- I-1 Runway 16 REIL's
- I-2 Runway 34 MALSR
- I-3 Seal Runway and Taxiways
- I-4 Construct Terminal Building (60,000 sf)
- I-5 Construct Terminal Loop Road
- I-6 Construct Public Parking (250 spaces)
- I-7 Construct Rental Car Ready/Return (50 spaces)
- I-8 Construct Rental Car Service Storage
- I-9 South Hangar Area Site Preparation
- I-10 Extend GA Access Road South
- I-11 Extend GA Access Road North
- I-12 Corporate Parcel Access Roads
- I-13 Corporate Parcel Access Taxiway
- I-14 T-hangar Access Taxiways
- I-15 Construct 14-unit T-hangar
- I-16 Add Fuel Storage (24,000)
- I-17 High Speed Exits
- I-18 Parallel Runway Property Acquisition (47 ac.)
- I-19 Future Terminal Property Acquisition (104 ac)

LAUGHLIN BULLHEAD INTERNATIONAL Airport

Exhibit 6B
INTERMEDIATE TERM DEVELOPMENT

LONG RANGE PLANNING HORIZON
Airport Development Program

The table provided below has been designed to note the funds available so that they can be kept in mind while analyzing the development factors outlined for this period on the next few pages. The table also provides a reminder of other potential sources that might be used in critical situations.

Airport Funds	$
Bonds	$
Other	$
TOTAL	$

As a reminder, airport development should be keyed to demand (**actual** activity) rather than to a specific time frame (**forecast** activity). The spaces provided below allow actual activity data to be recorded for comparison with the planning horizon envelope. This should be the first step in the process of initiating the recommended development program for this period. Significant increases or decreases in actual activity may justify acceleration or deceleration of the airport development schedule.

Activity	Intermediate Term Horizon Levels	Actual Levels	Long Range Horizon Levels
Enplaned Passengers	200,000	_____	350,000
Based Aircraft	100	_____	130
Operations	97,000	_____	127,800

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs, or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a phased development plan and to meet the horizon activity demand levels, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The cost for every development item includes allowances for engineering, contingency, and administration.

LONG RANGE PLANNING HORIZON (Continued)
Development Funding

Development Item	Total Costs	FAA Eligible	ADOT	MCAA
1. GA Parallel RW 16R-34L	$13,143,000	$11,968,016	$587,492	$587,492
2. Install REIL's RW 16R-34L	35,000	31,871	1,565	1,565
3. Install PAPI's RW 16R-34L	60,000	54,636	2,682	2,682
4. Rehabilitate RW 16L-34R and Taxiways	1,607,000	1,463,334	71,833	71,833
5. South Access Road	746,000	679,308	33,346	33,346
6. T-Hangar Access Taxiways	265,000	241,309	11,846	11,846
7. Construct 14-unit T-hangar	363,000	0	0	363,000
8. Complete GA Taxiway	189,000	172,103	8,448	8,448
9. Expand Terminal Building (23,000 sf)	4,777,000	1,910,800	955,400	1,910,800
10. Expand Auto Parking (125 spaces)	390,000	0	0	390,000
11. Expand Fuel Storage (48,000 gal.)	393,000	0	0	393,000
12. Expand GA Terminal Building (3,000 sf)	235,000	0	211,500	23,500
13. Expand GA Auto Parking (40 spaces)	89,000	0	80,100	8,900
14. Expand GA Parking Apron (13,500 SY)	1,475,000	1,343,135	65,933	65,933
Long Range Horizon Total	$23,767,000	$17,864,512	$2,030,144	$3,872,344

Inflation Adjustment: ___% X $23,767,000 = $_____

Plus or Minus Other Proposed Development:

Development Item	Total Cost	FAA Eligible	ADOT	MCAA
1.				
2.				
3.				
4.				
5.				
TOTAL				

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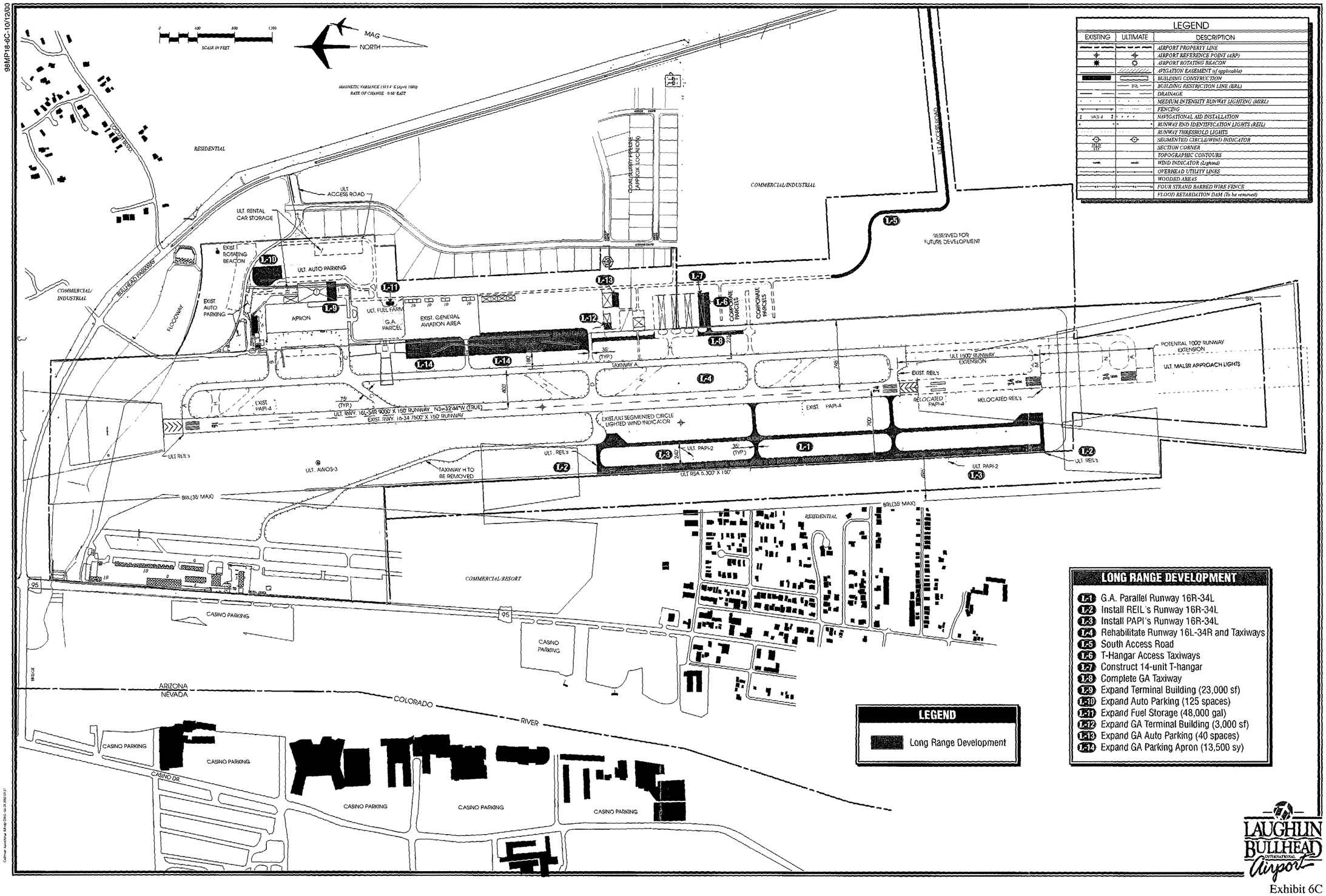

LAUGHLIN BULLHEAD INTERNATIONAL Airport

Exhibit 6C
LONG RANGE DEVELOPMENT